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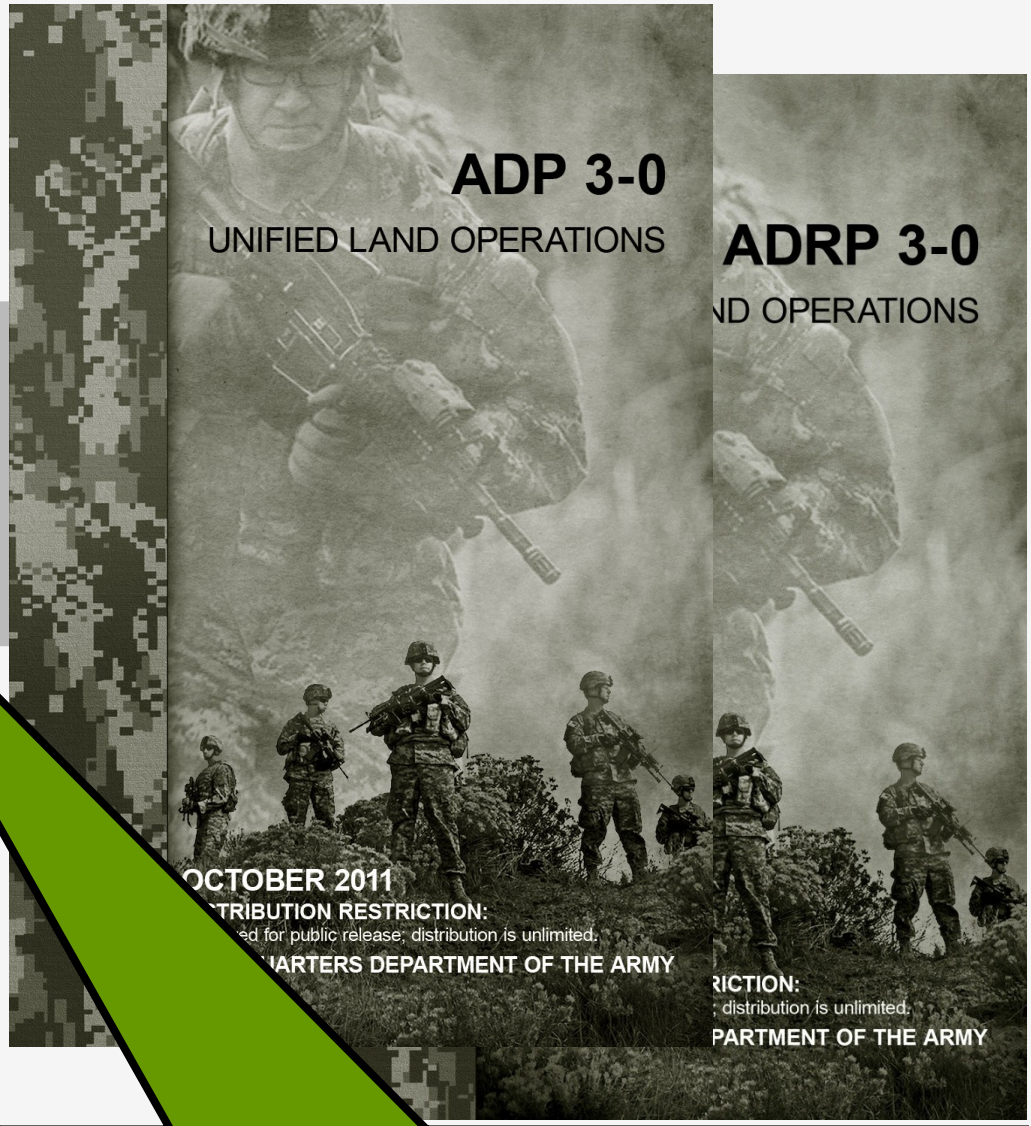
The 19th edition of the Army's capstone operational doctrine



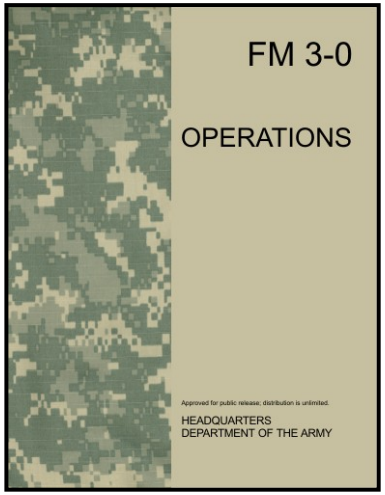
05-1938 : Field Service Regulations
39-2000 : FM 100-5, Operations
01-2008 : FM 3-0, Operations
11- : ADP/ADRP 3-0, Unified Land Operation

Reasons for Change

- Significant recent operational experience
- Evolving policy and doctrine
- Joint and Army transformation

Enduring Themes

- Emphasis on Leadership and Soldiers
- Importance of Initiative
- Mission Command
- The Operational Environment
- Simultaneous Offense, Defense, Stability or DSCA
- Concept of Combat Power
- Warfighting Functions
- Operations Process
- Joint Interdependence
- Principles of War
- Operational Art
- Unified Action



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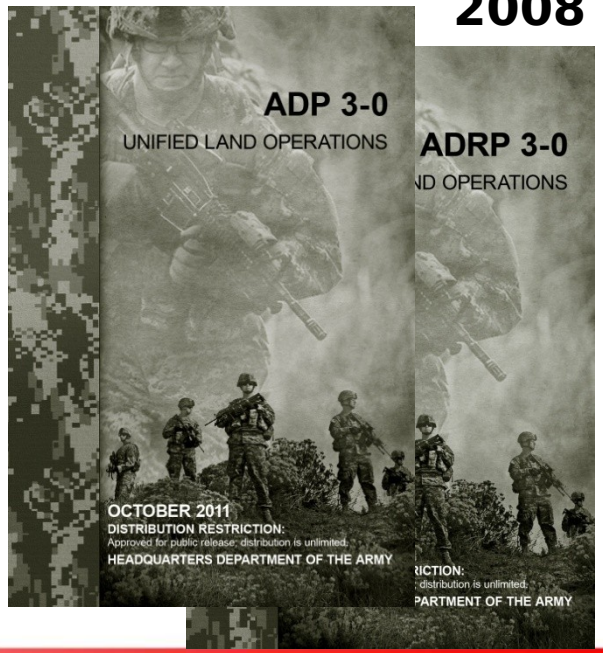


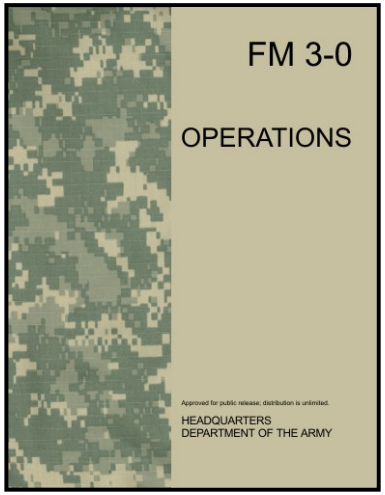
Changes

<u>New, Added, or Significantly Modified</u>:

- **Range of Military Operations**
- **Operational Concept - Unified Land Operations**
- **Decisive Action**
- **Core Competencies**
- **Tenets**
- **Operational Art**
- **Army Design Methodology**
- **Operational Framework**

<u>Eliminated</u>:

- **Full Spectrum Operations**
- **Spectrum of Conflict**
- **Operational Themes**



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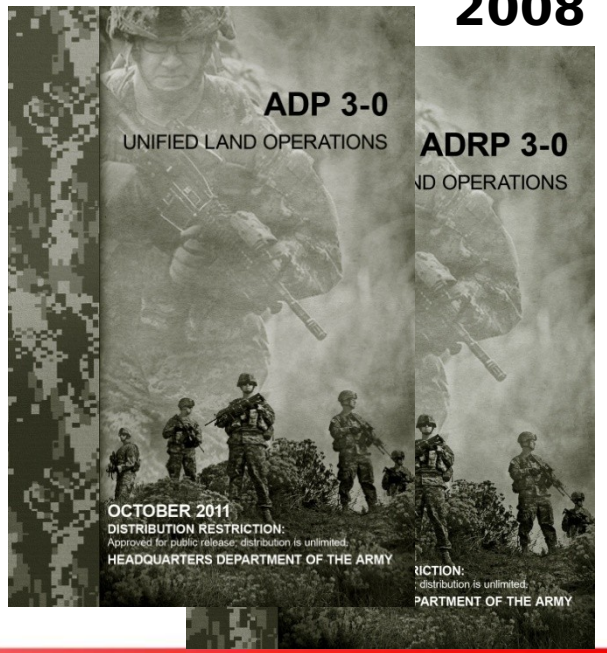
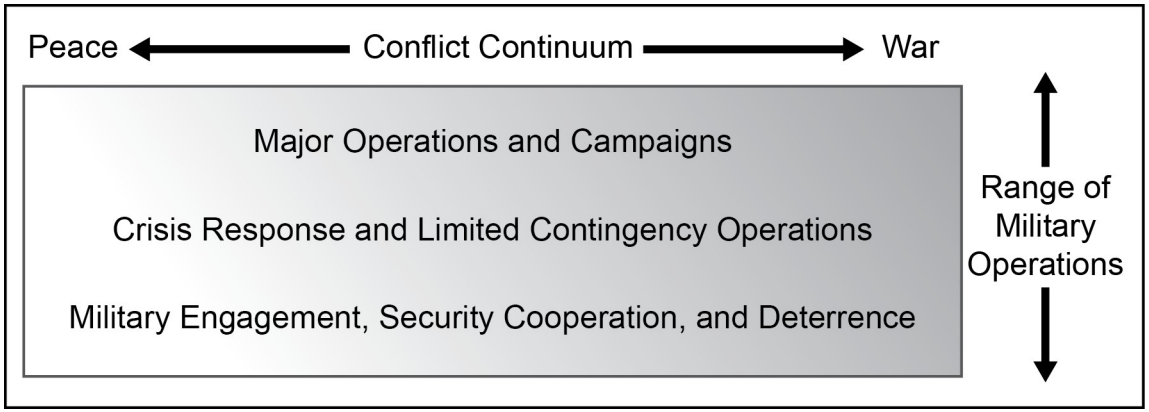


Range of Military Operations



ROMO replaces both Spectrum of Conflict and Operational Themes

Arms Control and Disarmament (JP 3-0)	**Noncombatant Evacuation (JP 3-68)**
Civil Support/DSCA (JP 3-28 and FM 3-28)	**Peace Operations (JP 3-07.3)**
Combating Terrorism (JP 3-07.2)	**Raid (FM 3-90)**
Combating Weapons of Mass Destruction (JP 3-40)	**Recovery Operations (JP 3-50 and FM 3-50.1)**
Counterinsurgency (JP 3-24 and FM 3-24)	**Security Force Assistance (AR 12-1 and FM 3-07.1)**
Enforcement of Sanctions (JP 3-0)	**Show of Force (JP 3-0)**
Foreign Humanitarian Assistance (JP 3-29)	**Stability Operations (FM 3-07)**
Foreign Internal Defense (JP 3-22 and FM 3-05.202)	**Strike (JP 3-0)**
Homeland Defense (JP 3-27 and FM 3-28)	**Unconventional Warfare (JP 3-05 and FM 3-05)**
Large-scale Combat (FM 3-90)	**Civil-Military Operations (JP 3-57)**

Unified Action

Central idea: synchronization, coordination, and/or integration of the activities of governmental and non-governmental entities with military operations to achieve unity of effort

Anticipated Operational Environment

- US must project power into region, opposed
- US must seize at least one base of operations (maybe more)
- Threat of WMD will require dispersal of US forces and decentralized operations
- Size of theater (space and population) will exceed US ability to control

To cope with these, we must...

Unified Land Operations

Seize, retain, and exploit the initiative to gain and maintain a position of relative advantage in sustained land operations in order to create the conditions for favorable conflict resolution

Executed through...

Decisive Action
offensive defensive stability DSCA

By means of...

Army Core Competencies
combined arms maneuver wide area security

Guided by...

Mission Command

To do this we must...

Develop operations characterized by flexibility, integration, lethality, adaptability, depth, and synchronization

Cognitively link tactical actions to strategic objectives

Organize effort within a commonly understood construct

Operations Structure

Provide a broad process for conducting operations

Provide basic options for visualizing and describing operations

Provide intellectual organization for common critical tasks

Tenets

Flexibility
Integration
Lethality
Adaptability
Depth
Synchronization

Operational Art

The pursuit of strategic objectives, in whole or in part, through the arrangement of tactical actions in time, space, and purpose

Operations Process

Plan
- Army Design Methodology
- MDMP
- TLP

Prepare
Execute
Assess

Operational Framework

Decisive-Shaping-Sustaining
Deep-Close-Security
Main and Supporting Efforts

Warfighting Functions

Mission Command
Movement and Maneuver
Intelligence
Fires
Sustainment
Protection

DSCA defense support of civil authorities MDMP military decisionmaking process TLP troop leading procedures WMD weapons of mass destruction

The Operational Environment

Anticipated Operational Environment

- US must project power into region, opposed.
- US must seize at least one base of operations (maybe more).
- Threat of WMD will require dispersal of US forces and decentralized operations.
- Size of theater (space and population) will exceed US ability to control.

"A composite of the conditions, circumstances, and influences that affect the employment of capabilities and bear on the decisions of the commander (JP 1-02)

OPERATIONAL VARIABLES

PMESII-PT analysis of the operational environment provides the relevant information that senior commanders require to frame operational problems.

MISSION VARIABLES

METT-TC is a tool that enables Army leaders to synthesize operational information and local knowledge relevant to their missions and tasks in a specified AO.

POLITICAL
MILITARY
ECONOMIC
SOCIAL
INFORMATION
INFRASTRUCTURE
PHYSICAL ENVIRONMENT
TIME

MISSION
ENEMY
TERRAIN AND WEATHER
TROOPS AND SUPPORT AVAILABLE
TIME AVAILABLE
CIVIL CONSIDERATIONS

Operational Environment replaces battlespace as a term. Operational Environment is not the Area of Operations.

The Operational Concept

"The Army's operational concept is the core of its doctrine. It must be uniformly known and understood within the Service . . ."

Unified Land Operations

…describes how the Army seizes, retains, and exploits the initiative to gain and maintain a position of relative advantage in sustained land operations through simultaneous offensive, defensive, and stability operations in order to prevent or deter conflict, prevail in war, and create the conditions for favorable conflict resolution.

Unified Land Operations replaces Full Spectrum Operations as the Army's Operational Concept

The opera…pt to meet the distinct requirements of unified land operations . . . broad enough to describe operations now and in the near future . . . flexible enough to apply in any situation worldwide.

Decisive Action

- The simultaneous combinations of offensive, defensive, and stability or defense support of civil authorities tasks.
- Operations outside the U. S. and its territories simultaneously combine three elements—offense, defense, and stability.
- Within the U. S. and its territories, decisive action combines the elements of defense support of civil authorities (DSCA) and, as required, offense and defense to support homeland defense.
- The emphasis on different elements of decisive action

Decisive Action replaces Full Spectrum Operations as the Army term for multaneous combinations of Offense, Defense, and Stability/DSCA tasks

Defense Support of Civil Authorities (DSCA) replaces Civil Support

Army Core Competencies

- **Combined Arms Maneuver** - is the application of the elements of

combat power in unified action to defeat enemy ground forces; to seize,

occupy, and defend land areas; and to achieve physical, temporal, and

psychological advantages over the enemy to seize and exploit the initiative.

- **Wide Area Security** - is the application of the elements of combat power

in unified action to protect populations, forces, infrastructure, and activities;

to deny the enemy positions of advantage; and to consolidate gains in

order to retain the initiative.

- Combined arms maneuver and wide area security provide the Army a

Unified Land Operations

How the Army seizes, retains, and exploits the initiative to gain and maintain a position of relative advantage in sustained land operations through simultaneous offensive, defensive, and stability operations in order to prevent or deter conflict, prevail in war, and create the conditions for favorable conflict resolution.

One of the foundations is...

Nature of Operations

Military operations are human endeavors.

They are contests of wills characterized by continuous and mutual adaptation by all participants.

Army forces conduct operations in complex, ever-changing, and uncertain operational environments.

To account for this, the Army exercises...

Mission Command Philosophy

Exercise of authority and direction by the commander using mission orders to enable disciplined initiative within the commander's intent to empower agile and adaptive leaders in the conduct of unified land operations.

Guided by the principles of...

- Build cohesive teams through mutual trust
- Create shared understanding
- Provide a clear commander's intent
- Exercise disciplined initiative
- Use mission orders
- Accept prudent risk

*The principles of mission command assist commanders and staff in balancing the **art of command** with the **science of control**.*

Executed through the...

Mission Command Warfighting Function

The related tasks and systems that develop and integrate those activities enabling a commander to balance the art of command and the science of control in order to integrate the other warfighting functions.

A series of mutually supported tasks...

Commander Tasks:

- Drive the operations process through the activities of understand, visualize, describe, direct, lead, and assess
- Develop teams, both within their own organizations and with unified action partners
- Inform and influence audiences, inside and outside their organizations

Leads →

← **Supports**

Staff Tasks:

- Conduct the operations process (plan, prepare, execute, and assess)
- Conduct knowledge management and information management
- Conduct inform and influence activities
- Conduct cyber electromagnetic activities

Additional Tasks:

- Conduct military deception
- Conduct airspace control
- Conduct information protection
- Conduct civil affairs operations
- Install, operate, and maintain the network

Enabled by a system...

Mission Command System:

- Personnel
- Information systems
- Facilities and equipment
- Networks
- Processes and procedures

Together, the mission command philosophy and warfighting function guide, integrate, and synchronize Army forces throughout the conduct of unified land operations.

Tenets of Unified Land Operati

Flexibility
Integration
Lethality
Adaptability
Depth
Synchronizatio
n

The tenets of Unified Land Operations describe the Arm
approach to generating and applying combat power in operations.

- **Flexibility**: Commanders employ a versatile mix of capabilities, formations, and equipment

for the conduct of operations.

- **Integration**: Army forces do not operate independently but as a part of a larger joint,

interagency, and frequently multinational effort; requires creating shared understanding and

purpose through collaboration with all elements of the friendly force.

- **Lethality**: The capacity for physical destruction is fundamental to all other military

capabilities and the most basic building block for military operations through organization,

equipping, training, and employing their formations.

- **Adaptability**: Leaders and forces exhibit through critical thinking, their comfort with ambiguity and uncertainty, their willingness to accept prudent risk to create opportunities, and their ability to rapidly adjust while continuously assessing the situation.

- **Depth**: The extension of operations in space, time, purpose, or resources.

- **Synchronization**: The arrangement of military actions in time, space, and

Operational Art

The pursuit of strategic objectives, in whole or in part, through the arrangement of tactical actions in time, space, and purpose

Operational art is the pursuit of strategic objectives, in whole
through the arrangement of tactical actions in time, space, a

Elements of Operational Art	
End state and conditions	Basing
Center of Gravity	Tempo
Decisive points	Phasing and transitions
Lines of Operations and Lines of Effort	Culmination
Operational reach	Risk

- The pursuit of strategic objectives, in whole or in part, through the arrangement of tactical

actions in time, space, and purpose.

- Operational art applies to all aspects of operations and integrates ends, ways, and means,

while accounting for risk, across the levels of war.

- Operational art spans a continuum—from comprehensive strategic direction to concrete

tactical actions.

- Army commanders plan and execute major operations, battles, engagements, and activ

achieve gn plan.

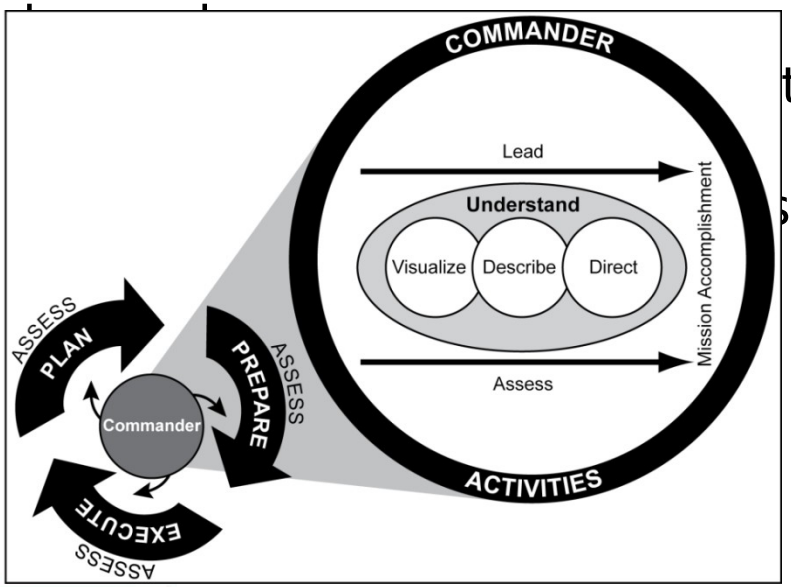
<u>The Army does not conduct campaigns.</u>
Joint force headquarters plan and execute campaigns and major operations, while Service…components of the joint force conduct subordinate supporting and supported major operations, battles, and engagements, not independent campaigns. JP 5-0, page II-22

Operations Process

Plan:
- **Army Design Methodology (ADM)**
- **Military Decisionmaking Process (MDMP)**
- **Troop Leading Procedures (TLP)**

Prepare
Execute
Assess

- The Army's overarching framework for exercising mis
command.
- The major mission command activities performed during operations are
planning, preparing, executing, and continuously assessing the operation.
- These activities are not discrete; they overlap and recur as circumstances



tions process through the activities

scribing, directing, leading, and

Army Leaders employ three Planning Methods:
- **Army Design Methodology**
- **Military Decisionmaking Process**
- **Troop Leading Procedures**

Operational Framework

The operational framework has three ways to conceptually organize

operations.

Decisive-Shaping-Sustaining Operations: The decisive-shaping-

sustaining framework lends itself to a broad conceptual orientation based on

purpose.

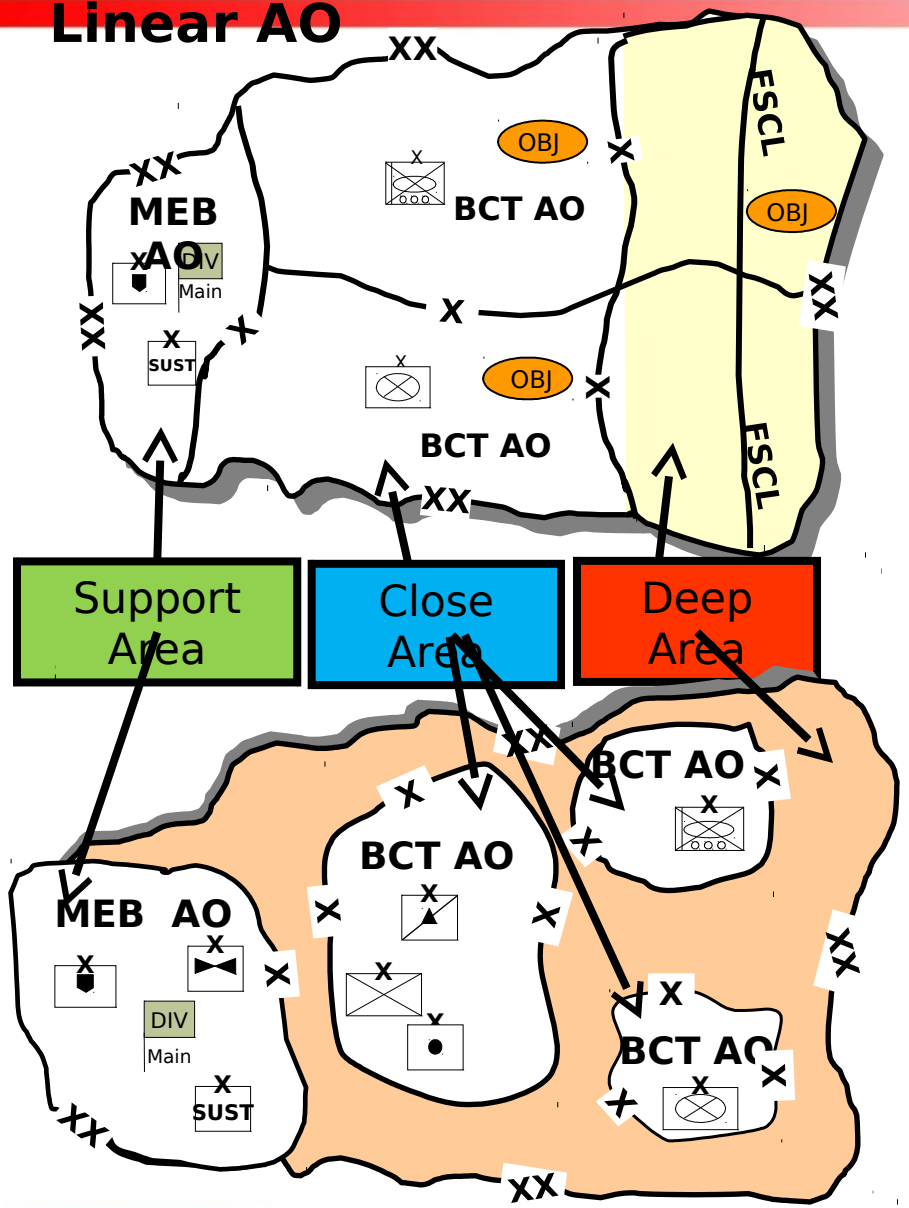
Deep-Close-Security Operations: Historically associated with **terrain**

orientation, but can be also applied to **temporal and organizational**

orientations. ADRP 3-0 defines deep, close, and support areas.

Main and Support Efforts: The main and supporting efforts framework

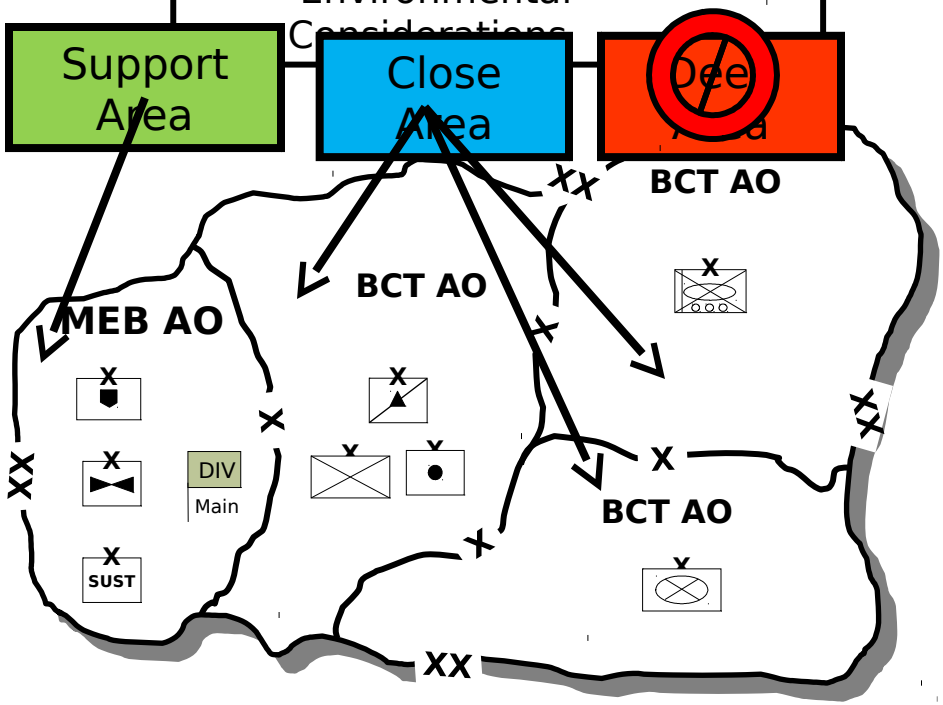
Linear AO



Non-Linear & Non-Contiguous AO

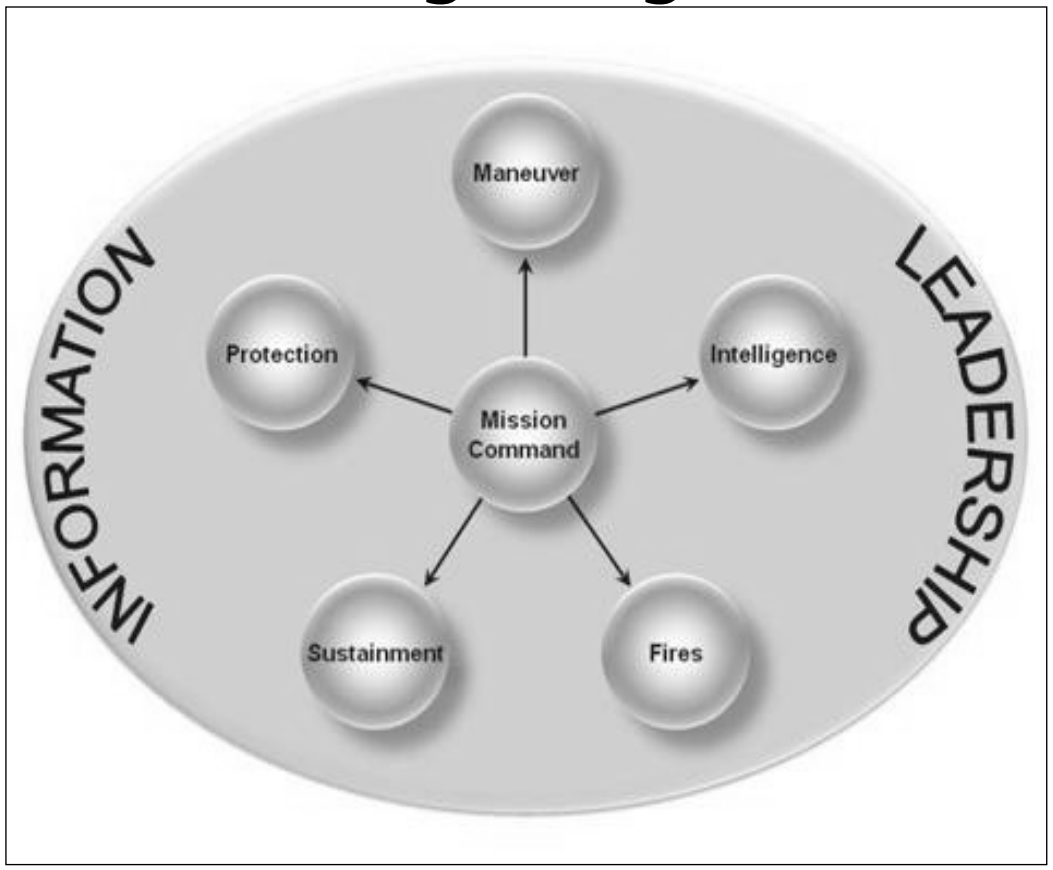
Responsibilities when assigned an AO:

- Terrain Management
- Intelligence Collection
- Civil Affairs Activities
- Movement Control (air/ground)
- Clearance of Fires
- Security
- Personnel Recovery
- Environmental Considerations



Non-Linear & Contiguous AO

The Warfighting Functions



The Warfighting Functions align with the Joint operational and tactical functions, and parallel the USMC Warfighting Functions.

Changes to the tasks of the WFFs:
- AMD from Protection to Fires.
- Internment/Resettlement from Sustainment to Protection.
- EW from Fires to Mission Command.

The eight elements of combat power include the six warfighting functions—movement and maneuver, intelligence, fires, sustainment, mission command, and protection—multiplied by leadership and complemented by information. Provides organization for common critical tasks.